



AGENDA

SPC ON COMMUNITY AND PROTECTIVE SERVICES

November 18, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair
Councillor G. Chahal
Councillor S. Chu
Councillor J. Farkas
Councillor S. Keating
Councillor J. Magliocca
Mayor N. Nenshi, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
www.calgary.ca/watchlive*

Public wishing to make a written submission and/or request to speak may do so using the public submission form at the following link: [Public Submission Form](#)

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1. Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2020 October 14
 - 4.2. Minutes of the Special Meeting of the Standing Policy Committee on Community and Protective Services, 2020 October 20

- 4.3. Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services, 2020 October 26

5. CONSENT AGENDA

- 5.1. DEFERRALS AND PROCEDURAL REQUESTS
None

- 5.2. BRIEFINGS

- 5.2.1. Gender Equity, Diversity and Inclusion Strategy Brief, CPS2020-1055

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1. School Boards COVID-19 Update (Verbal) - CPS2020-1317

- 7.2. Co-creating an Indigenous Relations Governance Model for The City of Calgary, CPS2020-1102

8. ITEMS DIRECTLY TO COMMITTEE

- 8.1. REFERRED REPORTS
None

- 8.2. NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

- 10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

- 10.2. URGENT BUSINESS

11. ADJOURNMENT



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**October 14, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair (Remote Participation)
Councillor S. Chu (Remote Participation)
Councillor J. Davison (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor J. Magliocca (Remote Participation)
Mayor N. Nenshi (Remote Participation)
Councillor D. Farrell (Remote Participation)

ABSENT: Councillor D. Colley-Urquhart (Personal)

ALSO PRESENT: A/General Manager K. Black
Legislative Coordinator M. A. Cario
Legislative Advisor J. Palaschuk

1. **CALL TO ORDER**

Councillor Carra called the Meeting to order at 9:30 a.m.

2. **OPENING REMARKS**

Councillor Carra provided opening remarks and provided a traditional land acknowledgement.

ROLL CALL:

Councillor Woolley, Councillor Chu, Councillor Davison, Councillor Farkas, Councillor Magliocca, Mayor Nenshi, and Councillor Carra.

Absent for Roll Call: Councillor Colley-Urquhart.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Woolley

That the Agenda for the 2020 October 14 Regular Meeting of the Standing Policy Committee on Community and Protective Services be confirmed.

For: (7): Councillor Carra, Councillor Woolley, Councillor Chu, Councillor Davison, Councillor Farkas, Councillor Magliocca, and Mayor Nenshi

MOTION CARRIED

4. CONFIRMATION OF MINUTES

Councillor Farrell joined the Remote Meeting at 9:34 a.m.

4.1 Minutes of the Standing Policy Committee on Community and Protective Services, 2020 September 09

Moved by Councillor Woolley

That the Minutes of the 2020 September 09 Regular Meeting of the Standing Policy Committee on Community and Protective Services be confirmed.

For: (8): Councillor Carra, Councillor Woolley, Councillor Chu, Councillor Davison, Councillor Farkas, Councillor Magliocca, Mayor Nenshi, and Councillor Farrell

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 A New Direction for Public Art Q4 Update, CPS2020-1063

A presentation entitled "CPS2020-1063 A New Direction for Public Art" was distributed with respect to Report CPS2020-1063.

Moved by Councillor Woolley

That with respect to Report CPS2020-1063, the following be approved:

That the Standing Policy Committee on Community and Protective Services receive this report and associated attachments for the Corporate Record.

ROLL CALL VOTE:

For: (5): Councillor Carra, Councillor Woolley, Councillor Davison, Mayor Nenshi, and Councillor Farrell

Against: (3): Councillor Chu, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

7.2 Accessing Previously Earmarked Funds for Community Action on Mental Health and Addiction, CPS2020-1027

A presentation entitled "Accessing Previously Earmarked Funds for Community Action on Mental Health and Addictions" was distributed with respect to Report CPS2020-1027.

Mayor Nenshi rose on a Question of Privilege.

The Chair ruled on the Question of Privilege.

Karen Gosbee addressed Committee with respect to Report CPS2020-1027.

Moved by Mayor Nenshi

That with respect to Report CPS2020-1027, the following be approved:

The Standing Policy Committee on Community and Protective Services recommends that Council authorize Administration to expend the remaining \$8 million of the previously earmarked Community Action on Mental Health and Addiction funds that were committed to support community-based programs with:

- a. Up to \$3 million being allocated in 2021 to maintain programs currently-funded through the Prevention Investment Framework with a Mental Health and Addiction lens that are demonstrating positive outcomes, and
- b. The remaining \$5 million to be invested as per the original Notice of Motion over the next three years in alignment with the Community Action on Mental Health and Addiction strategy and in accordance with existing funding processes.

For: (8): Councillor Carra, Councillor Woolley, Councillor Chu, Councillor Davison, Councillor Farkas, Councillor Magliocca, Mayor Nenshi, and Councillor Farrell

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Woolley

That this meeting adjourn at 11:57 a.m.

For: (8): Councillor Carra, Councillor Woolley, Councillor Chu, Councillor Davison, Councillor Farkas, Councillor Magliocca, Mayor Nenshi, and Councillor Farrell

MOTION CARRIED

The following item have been forwarded to the 2020 November 02 Combined Meeting of Council:

CONSENT AGENDA

- Accessing Previously Earmarked Funds for Community Action on Mental Health and Addiction, CPS2020-1027

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held 2020 November 18 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

RE: CIVIC PARTNERS

**October 20, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Councillor G-C. Carra, Chair
Councillor E. Woolley, Vice-Chair (Remote Participation)
Councillor S. Chu (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor J. Davison (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor J. Magliocca (Remote Participation)
Councillor D. Farrell (Remote Participation)

ALSO PRESENT:

A/General Manager K. Black
A/General Manager M. Hulsker
Legislative Coordinator M. A. Cario
Legislative Advisor J. Palaschuk

1. CALL TO ORDER

Councillor Carra called the Meeting to order at 9:31 a.m.

2. OPENING REMARKS

Councillor Carra provided opening remarks and a traditional land acknowledgement.

ROLL CALL:

Councillor Woolley, Councillor Chu, Councillor Colley-Urquhart., Councillor Farkas, Councillor Farrell, Councillor Magliocca, and Councillor Carra.

Absent for Roll Call: Councillor Davison

3. CONFIRMATION OF AGENDA

Moved by Councillor Woolley

That the Agenda for the 2020 October 20 Special Meeting of the Standing Policy Committee on Community and Protective Services be confirmed.

For: (7): Councillor Carra, Councillor Woolley, Councillor Chu, Councillor Colley-Urquhart, Councillor Farkas, Councillor Magliocca, and Councillor Farrell

MOTION CARRIED

4. CONFIRMATION OF MINUTES

None

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 2019 Civic Partner Annual Report, CPS2020-1051

The following documents were distributed with respect to Report CPS2020-1051:

- A presentation entitled "2019 Civic Partner Annual Report;"
- A presentation entitled "Heritage Calgary: 2019 Civic Partner Report;"
- A presentation entitled "2019 Civic Partner Annual Report: Parks Foundation Calgary;"
- A presentation entitled "2019 Civic Partner Annual Report: Calgary Arts Development Authority Ltd.;"
- A presentation entitled "2019 Civic Partner Annual Report: Lindsay Park Sports Society (Repsol Sport Centre);"
- A presentation entitled "2019 Civic Partner Annual Report: Vibrant Communities Calgary;"
- A presentation entitled "2019 Civic Partner Annual Report: Calgary TELUS Convention Centre;"
- A presentation entitled "2019 Civic Partner Annual Report: Fort Calgary Preservation Society"
- A presentation entitled "2019 Civic Partner Annual Report: Calgary Science Centre Society, Operating as Telus Spark;"
- A presentation entitled "2019 Civic Partner Annual Report: Heritage Park Society;"
- A presentation entitled "2019 Civic Partner Annual Report: The Hangar Flight Museum: Aero Space Museum Association of Calgary;"

- A presentation entitled "2019 Civic Partner Annual Report: The Calgary Zoological Society;"
- A presentation entitled "2019 Civic Partner Annual Report: Tourism Calgary;"
- A presentation entitled "2019 Civic Partner Annual Report: Platform Calgary;"
- A presentation entitled "2019 Civic Partner Annual Report: Arts Commons;"
- A presentation entitled "2019 Civic Partner Annual Report: Calgary Economic Development;"
- A presentation entitled "2019 Civic Partner Annual Report: Sport Calgary;"
- A presentation entitled "2019 Civic Partner Annual Report: Calgary Public Library;" and
- A presentation entitled "2019 Civic Partner Annual Report: Silvera for Seniors."

The following Civic Partners addressed Committee with respect to Report CPS2020-1051:

1. Nikolas Marsall-Moritz and Josh Traptow on behalf of Heritage Calgary

Committee recessed at 9:50 a.m. and reconvened at 9:56 a.m. with Councillor Carra in the Chair.

ROLL CALL:

Councillor Chu, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, Councillor Magliocca, and Councillor Carra.

Absent for Roll Call: Councillor Woolley and Councillor Davison

2. David Inhaber and Sheila Taylor on behalf of Parks Foundation
3. Brian Frank and Patti Pon on behalf of Calgary Arts Development Authority Ltd.
4. Alex Teasdale and Jeff Booke on behalf of Repsol Sports Centre (Lindsay Park Sports Society)

Councillor Woolley rejoined the Meeting at 10:41 a.m.

5. Patti Dolan and Meaghon Reid on behalf of Vibrant Communities Calgary (VOC Initiatives Ltd.)
6. Wellington Holbrook and Kurby Court on behalf of Calgary TELUS Convention Centre Authority (Calgary Convention Centre Authority)
7. Robin Lee and Naomi Grattan on behalf of The Fort Calgary Preservation Society

Committee recessed at 11:33 a.m. and reconvened at 1:31 p.m. with Councillor Carra in the Chair.

ROLL CALL:

Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Magliocca, Councillor Woolley and Councillor Carra.

Absent for Roll Call: Councillor Farrell

8. Graeme Harrison and Mary Anne Moser on behalf of TELUS Spark (Calgary Science Centre Society)

9. Maggie Kiel, Lindsey Galloway, and Julie Frayn on behalf of Heritage Park Society

Councillor Farrell rejoined the Meeting at 1:46 p.m.

10. Nora Molina and Brian Desjardins on behalf of The Hanger Flight Museum: Aero Space Museum Association of Calgary

11. Dr. Clement Lanthier and Glenn Solomon on behalf of the Calgary Zoological Society

12. Dan DeSantis and Cindy Ady on behalf of Tourism Calgary - Calgary Convention & Visitors Bureau

13. Evan Hu and Terry Rock on behalf of the Platform Calgary (Calgary Technologies Inc.)

14. R. Scott Hutcheson and Alex Sarian on behalf of Arts Commons (Calgary Centre for the Performing Arts)

Committee recessed at 3:13 p.m. and reconvened at 3:45 p.m. with Councillor Carra in the Chair.

ROLL CALL:

Councillor Chu, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, Councillor Magliocca, Councillor Woolley and Councillor Carra.

Absent for Roll Call: Councillor Davison

15. Joe Loughheed and Mary Moran on behalf of Calgary Economic Development Ltd.

16. Mary Moran and Catriona Le May Doan on behalf of Sport Calgary (Calgary Sport Council)

Councillor Davison rejoined the Meeting at 4:00 p.m.

17. Anvish Mehta and Mark Asberg on behalf of Calgary Public Library Board

18. Rob Easson and Arlene Adamson on behalf of Silvera for Senior

Moved by Councillor Davison

That with respect to Report CPS2020-1051, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommends that Council receive this Report for the Corporate Record.

For: (7): Councillor Carra, Councillor Woolley, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, and Councillor Magliocca

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Woolley

That this meeting adjourn at 4:55 p.m.

MOTION CARRIED

The following item has been forwarded to the 2020 November 02 Combined Meeting of Council:

CONSENT AGENDA

- 2019 Civic Partner Annual Report, CPS2020-1051

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held 2020 November 18 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK



MINUTES

SPC ON COMMUNITY AND PROTECTIVE SERVICES

**October 26, 2020, Immediately upon the recess of the Organizational Meeting of Council
IN THE COUNCIL CHAMBER**

PRESENT: Councillor G-C. Carra, Chair (Remote Participation)
Councillor E. Woolley, Vice-Chair (Remote Participation)
Councillor G. Chahal (Remote Participation)
Councillor S. Chu (Remote Participation)
Councillor J. Farkas
Councillor S. Keating
Councillor J. Magliocca (Remote Participation)
Mayor N. Nenshi, Ex-Officio (Remote Participation)

ALSO PRESENT: Deputy City Clerk T. Mowrey
Legislative Advisor G. Chaudhary

1. **CALL TO ORDER**

The Deputy City Clerk called the meeting of the Standing Policy Committee on Community and Protective Services to order at 10:38 a.m.

2. **ELECTION OF CHAIR**

Following nomination procedures, Councillor Carra was elected Chair of the Standing Policy Committee on Community and Protective Services, by acclamation.

3. **ELECTION OF VICE-CHAIR**

Following nomination procedures, Councillor Woolley was elected Vice-Chair of the Standing Policy Committee on Community and Protective Services, by acclamation.

4. **ELECTION OF COMMITTEE DESIGNATE TO GREEN LINE COMMITTEE**

Following nomination procedures, Councillor Carra was elected Designate to the Green Line Committee, by acclamation.

5. **ADJOURNMENT**

Moved by Councillor Woolley

That this meeting adjourn at 10:42 a.m.

MOTION CARRIED

The next Regular Meeting of the Standing Policy Committee on Community and Protective Services has been scheduled to be held on 2020 November 18 at 9:30 a.m.

CONFIRMED BY COMMITTEE

CHAIR

ACTING CITY CLERK

UNCONFIRMED

BRIEFING

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Item # 5.2.1

Community Services Briefing to

SPC on Community and Protective Services
2020 November 18

ISC: UNRESTRICTED
CPS2020-1055

Gender Equity, Diversity and Inclusion Strategy Brief

PURPOSE OF BRIEFING

In July 2019, Council approved the Gender Equity, Diversity and Inclusion (GEDI) Strategy and directed Administration to develop a measurement plan and report back to Council on progress of implementation no later than Q4 2020 (see Previous Council Direction, Attachment 1). This briefing provides an update on the implementation of the GEDI Strategy and includes an initial measurement plan.

Due to the impact of COVID-19, progress on the measurement plan was slowed. Partnering business units reassigned staff to COVID-19 crisis response efforts, which resulted in fewer resources for strategy implementation. Progress that was achieved on strategic actions is highlighted below.

A Results Based Accountability approach was used to develop an initial measurement plan for the Strategy (Attachment 2). Attachment 2 also includes data summaries for those measures where data is currently available. Attachment 3 outlines feedback on the current measurement plan from the Social Wellbeing Advisory Committee's Gender Equity, Diversity and Inclusion Subcommittee (GEDI Subcommittee).

SUPPORTING INFORMATION

Strategic Framework

The primary goal of the GEDI Strategy is ensuring gender equity in planning and decision making within City service delivery; within Council Boards, Commissions and Committees; and, within The City's workforce.

The GEDI Strategic Framework includes four focus areas: Leadership Accountability; Data-Informed Decision Making; Education and Awareness; and, Addressing Barriers to Participation (Attachment 4).

GEDI Strategy Implementation Highlights

This section provides highlights of new initiatives undertaken since the Strategy was approved.

Leadership Accountability

Leaders within The Corporation continue to be trained in Unconscious Bias and Inclusive Leadership. In 2020, 257 leaders were trained, while Corporate Recruitment, Interviewing and Selection trainings were refreshed to integrate unconscious bias concepts. The Competency Framework was also revised to reflect inclusion as an expected behaviour of leaders and employees, while inclusion concepts were integrated into Career Dialogue questions.

Education and Awareness

In 2019, Gender Based Analysis Plus (GBA+) training was provided to City staff and managers across 10 business units. This became the catalyst for the formation of a corporate-wide GBA+

BRIEFING

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Item # 5.2.1

community of practice which supports strategy implementation and shares leading practices. Currently, the community of practice is adapting Government of Alberta GBA+ training materials for City implementation.

Data-Informed Decision Making

In 2020, workforce composition data was analyzed to compare The City workforce to the larger Calgary region. These results are being used to identify underrepresented groups within The City's workforce.

The GBA+ community of practice has also inspired some business units to pilot the collection of disaggregated data through surveys and demographic monitoring. Moving forward, expertise from additional internal partners will be required to inform and deliver a broader disaggregated data strategy for The Corporation.

Addressing Barriers to Participation

In 2020, City Clerk's piloted banner ads in multiple languages (Simplified Chinese, Punjabi, etc.) to increase interest and participation in Boards, Commissions and Committees.

A study was also completed in 2020 to assess the feasibility of implementing anonymized recruitment in existing hiring processes. Human Resources is currently evaluating the results of the study and determining how they can be applied to a City context to further reduce biases that may exist within recruitment processes.

Measurement Plan

Attachment 2 outlines the current GEDI measurement plan. Working in collaboration, lead business units (Calgary Neighbourhoods, City Clerk's and Human Resources) developed measures from strategic actions. Some measures may apply to multiple actions due to the interconnectedness of the strategy. The preliminary data indicates success in certain areas of gender equity, however further data disaggregation is required to understand if this remains true across identity groups.

The measurement plan is in its initial phase of development. More work is needed to specify how and when data will be collected and to establish baseline measures and targets, so Administration can more readily understand whether progress is being made on each of the strategic actions. This work is ongoing and anticipated to be completed in 2021. Updates on measurement progress will be reported annually.

ATTACHMENTS

1. Previous Council Direction
2. Gender Equity, Diversity and Inclusion Measurement Plan
3. GEDI Subcommittee Advice Summary
4. Gender Equity, Diversity and Inclusion Strategic Framework

Previous Council Direction

On 2019 July 22, through the Gender Equity, Diversity and Inclusion Strategy report (CPS2019-0729) Council:

- Approved the Gender Equity, Diversity and Inclusion Strategy and directed Administration to implement the actions outlined;
- Accepted the report as the report back on the Gender Equity and Diversity Baseline Assessment Council Innovation Fund application (PFC2018-0910);
- Directed Administration to develop a measurement plan and report back to Council on progress of implementation through the SPC on CPS no later than Q4 2020.

On 2018 July 30, Council approved Council Innovation Funding for the Gender Equity and Diversity Baseline Assessment in the amount of \$170,000 (PFC2018-0910).

On 2018 May 2, through the Gender Equity and Diversity Scoping Report (CPS2018-0362) Council directed Administration to:

- develop a strategy to advance gender equity and diversity and report back to Council through the SPC on CPS no later than Q2 2019; and,
- complete a gender equity and diversity baseline assessment with respect to: community; Council Boards, Commissions and Committees; and The City's workforce, to inform the development of the strategy.

On 2017 July 13, Council approved the Gender Equity and Diversity Notice of Motion (NM2017-19), which directed Administration to undertake a scoping report in consultation with key stakeholders in three specific areas:

- Advancing the profile and awareness of gender equity and diversity, including current measures, within the community;
- Advancing the profile and awareness of gender equity and diversity, including current measures, for City Boards, Commissions, Committees and Council;
- Advancing the profile and awareness of gender equity and diversity, including current measures being taken within The City's workforce;

And report back to the Standing Policy Committee of Community and Protective Services on the merits of reflecting similar models in Calgary's context no later than Q2 2018.

Gender Equity, Diversity and Inclusion Strategy: Measurement Plan

Context

This Attachment outlines the Gender Equity, Diversity and Inclusion (GEDI) strategy measurement plan. Measures have been reported against the strategic actions within each of the four focus areas: Leadership Accountability; Data-informed Decision Making; Education and Awareness; and Addressing Barriers to Participation. The measurement plan was developed with the support of internal partners using a Results-Based Accountability framework. This approach encourages the use of measures that show how, and if, the GEDI implementation has impacted the three result areas: City service delivery, City Council and its committees, and City Workforce. As the first step in an iterative process, the measures are at different stages of development. “Measure under development” refers to strategic actions for which work continues to identify an appropriate measure. “Data source under development” refers to strategic actions for which a measure is in place and work continues to identify and implement mechanisms for data collection. In cases where the measure is in place and preliminary data is available, it is included for reference at the end of this document in Tables 1-7. Not all strategic actions will have data-specific measures associated with them, rather progress is tracked through milestone achievements (see page 4). In the future, annual reporting may be presented in a different format than what is outlined below.

LEADERSHIP AND ACCOUNTABILITY			
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Adopt Gender Based Analysis (GBA)+	<ul style="list-style-type: none"> Number of City of Calgary projects that have operationalized or integrated a GBA+ approach into their work Per cent service owners agree/strongly agree that: “My service line is utilizing data, including demographic data, to inform our service delivery.” 	Data source under development
	Participate in GBA+ training by leadership	<ul style="list-style-type: none"> Number of City leaders participating in GBA+ training (see Table 1: Leaders participating in GBA+ training) 	

City Workforce	Advance inclusive leadership through existing programs and initiatives.	<ul style="list-style-type: none"> Number of leaders attending inclusion sessions (see Table 2: Leaders attending inclusion sessions)) 	Tracked online and at in-person sessions
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DATA INFORMED DECISION-MAKING			
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensure these are used corporately.		Measure under development
City Council and Its Committees	Conduct an annual voluntary demographic survey to track and assess representation among applicants in relation to Calgary's population.	Applicant Gender Equity Measures: <ul style="list-style-type: none"> Per cent male, female, and other gender applicants Applicant Diversity Measures: <ul style="list-style-type: none"> Per cent of applicants who were female, born outside of Canada, Indigenous, persons of colour, and persons with a disability (see Table 3: Boards, Commissions and Committees applicants)) 	Similar data for appointee characteristics has also been collected in 2020.
City Workforce	Conduct further research to compare gender of our workforce by occupational groups to the available, qualified population.	<ul style="list-style-type: none"> Workforce composition data compared to available workforce as provided by Statistics Canada 2016 census data (see Table 4) 	
	Establish gender gap indicators, as they relate to recruitment and promotions.	<ul style="list-style-type: none"> Comparison of the promotion rate between males and females (see Table 5) 	

EDUCATION AND AWARENESS			
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Share learnings and tell the story of increased access to City services.		Measure under development
	Continue to engage with the community on how to reduce barriers to participation.	Proposed Citizen Satisfaction Survey question: <ul style="list-style-type: none"> Per cent survey respondents that agree/strongly agree: "Please indicate the extent to which you agree or disagree that The City of Calgary delivers programs and services that remove barriers to opportunities, access and inclusion for Calgarians." 	Data source under development Proposed survey question has been tested in the

			Citizen Perception Survey – Wave 5 (diversity and inclusion) 2018.
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Provide education on the use of pronouns for transgender and gender nonconforming participants of programs and services.		Measure under development
City Council and Its Committees	Provide training opportunities to all those involved in selection of appointees on equity, diversity and inclusion, including unconscious bias training.	<ul style="list-style-type: none"> Per cent of people involved in screening/selection who have received City-provided unconscious bias training (see Table 6) Per cent of Boards, Commissions, and Committees which have received orientation on inclusion subjects 	BCC orientation on inclusion subjects beginning in Q4 2020 – awaiting data
City Workforce	Enhance and promote tools and resources to support inclusive leadership (e.g. GBA+).		Measure under development
	Continue to educate leaders and employees on human rights, respectful workplace and unconscious bias.	<ul style="list-style-type: none"> Number of participants in diversity and inclusion training and education sessions (see Table 7Table 6) 	

ADDRESSING BARRIERS TO PARTICIPATION			
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Continue to develop and implement approaches to addressing barriers to participation of transgender and gender nonconforming participants in programs and services.		Measure under development
City Workforce	Apply a GBA+ lens on new HR initiatives to ensure fair and equitable opportunities for current and prospective employees.		Measure under development
	Develop a pilot Women in Leadership Mentorship series aligned with the Emerging Leaders Program.	Number of participants, participant satisfaction	Data source under development

MILESTONE MEASURES

Progress toward these strategic actions is reflected through the completion of milestones rather than continuous monitoring through Results Based Accountability. Therefore, measures have not been identified for these strategic actions and updates will be reported through progress updates. For key 2020 updates, see the GEDI Strategy Implementation Highlights section in the cover report.

Focus Area	Result Area	Strategic Action
Leadership and Accountability	City Council and Its Committees	Refresh Boards, Commissions and Committees policy to clearly articulate position on equity, diversity and inclusion in a manner that is aligned with the Strategy.
	City Workforce	Incorporate inclusion goals into the Administrative Leadership Team - approved Corporate Management Team goal on creating and fostering a healthy workplace.
Data Informed Decision-Making	City Service Delivery	Support the development of a Corporate disaggregated data strategy.
	City Workforce	Continue to use analytics to inform inclusive workplace initiatives.
Education and Awareness	City Council and Its Committees	Continue to advertise Boards, Commissions and Committees vacancies through a variety of media sources to increase number of applicants with diverse backgrounds, experiences and skills.
		Ensure recruitment information utilizes plain language and communicates The City's objectives for diversity, equity and inclusion.
	City Workforce	Integrate unconscious bias concepts into recruitment and selection training.
Addressing Barriers to Participation	City Service Delivery	Develop a strategy to integrate GBA+ for priority service lines.
	City Council and Its Committees	Continue to assess applicants based on information collected via standard application forms rather than resumes.
		Investigate methods to anonymize applications.
		Participate in Towards Parity in Municipal Politics (FCM) project to reduce barriers to women's participation in municipal politics.
	City Workforce	Work with Equal Voice to introduce young women to municipal politics.
	City Workforce	Decrease the potential for bias in the recruitment process by conducting a feasibility study on integrating technology to scrub names/addresses of candidates from resumes.

AVAILABLE DATA

In cases where preliminary data is available, it is included for reference below.

Table 1: Leaders participating in GBA+ training

	2018	2019	2020
Number of leaders participating in GBA+ training	7	10	0*

Source: City of Calgary, Calgary Neighbourhoods.

*Note: In 2020, training delivery was disrupted by COVID-19.

Table 2: Leaders attending inclusion sessions

	2018	2019	2020
Number of leaders attending inclusion sessions	279	340	257

Source: City of Calgary, Human Resources.

Table 3: Boards, Commissions and Committees applicants

	Applicants 2018 ¹	Applicants 2019 ¹	Applicants 2020 ¹	Calgary population
Female	47%	51%	50%	50% ²
Immigrants	37%	32%	37%	33% ³
Indigenous	3%	2%	4%	3% ³
Persons of colour	36%	20%	41%	34% ³
Persons with a disability	6%	7%	9%	19% ⁴

Sources:

¹ City of Calgary, City Clerks.

² City of Calgary, 2019 Civic Census.

³ Statistics Canada, 2016 Federal Census.

⁴ Statistics Canada, 2017 Canadian Survey on Disability.

Table 4: Comparison of available Calgary workforce and City of Calgary workforce

	Number of City employees	Female		Male	
		2016 Calgary workforce	2020 City of Calgary	2016 Calgary workforce	2020 City of Calgary
Total	11,563	47%	30%	53%	70%
Occupation in manufacturing and utilities	157	26%	17%	75%	83%
Natural resources, agriculture and related production occupations	41	19%	27%	81%	73%
Trades, transport and equipment operators and related operations	4,008	7%	11%	93%	89%
Sales and service occupations*	329	56%	34%	44%	66%
Occupations in art, culture, recreation and sport	189	58%	58%	42%	42%
Occupations in education, law and social, community and government services*	2,054	68%	21%	32%	79%
Health occupations	24	80%	71%	20%	29%
Natural and applied sciences and related occupations	1,742	22%	31%	78%	70%
Business, finance and administration occupations	2,592	69%	64%	31%	36%
Management occupations	427	36%	36%	64%	64%

Sources: Statistics Canada, 2016 Federal Census; City of Calgary, Human Resources.

*Note: The gaps in gender data are due to different subsets of occupations at The City versus those represented in the Statistics Canada dataset. For example, the category "Occupations in education, law and social, community and government services" contain approximately 63% firefighters at The City (97% male in The City and Statistics Canada data), while only accounting for approximately 1% of the occupations in the Statistics Canada data in that category, leading to a large skewing of the overall gender comparison.

Table 5: Comparison of female and male promotion rate

	2018	2019	2020
Female promotion rate	6%	6%	Not yet available
Male promotion rate	7%	6%	Not yet available

Source: City of Calgary, Human Resources.

Table 6: Unconscious bias training for members of Boards, Commissions, and Committee involved in screening/selection of appointees

	2018	2019	2020
Number offered training	0	85	102
Number attended training	0	19	44
Per cent attended training	0.0%	22%	43%

Source: City of Calgary, City Clerks.

Table 7: Diversity and Inclusion sessions

	2018	2019	2020
Number of diversity and inclusion sessions	31	27	25
Number of participants	682	534	1,352

Source: City of Calgary, Human Resources.

Gender Equity, Diversity and Inclusion Subcommittee Advice Summary

Report Name: Gender Equity, Diversity and Inclusion Strategy Measurement Plan

Presentation to Advisory Committee: September 9, 2020

Question Posed to the GEDI Subcommittee:

- *Do you have any feedback or clarifying questions on the current measures?*
- *What suggestions/comments do you have for Administration to build upon/improve the measures for future use?*

Advisory Committee's Advice/Response:

GEDI Focus Area: Leadership and Accountability

Measures: Number of City of Calgary projects that have operationalized or integrated GBA+ approach into their project management work per year; Number of projects that were changed/influenced by GBA+ analysis.

Feedback: Can a scale be added to determine how much progress was made (or to what degree projects were influenced/changed)? Could project examples be provided?

GEDI Focus Area: Data Informed Decision Making

Measure: Gender equity measures (% male, female and other applicants), Diversity measures.

Feedback: Could bi-intersectional data including race/place of birth and gender be captured instead of separately? Also, when demographic information is collected, we need to support citizens in normalizing this and explaining why it's important.

GEDI Focus Area: Education and Awareness

Measure: Proposed addition to the citizen satisfaction survey.

Feedback: Could more options be offered for answers, beyond 'agree' or 'disagree.' Is there is opportunity to include an open-ended response?

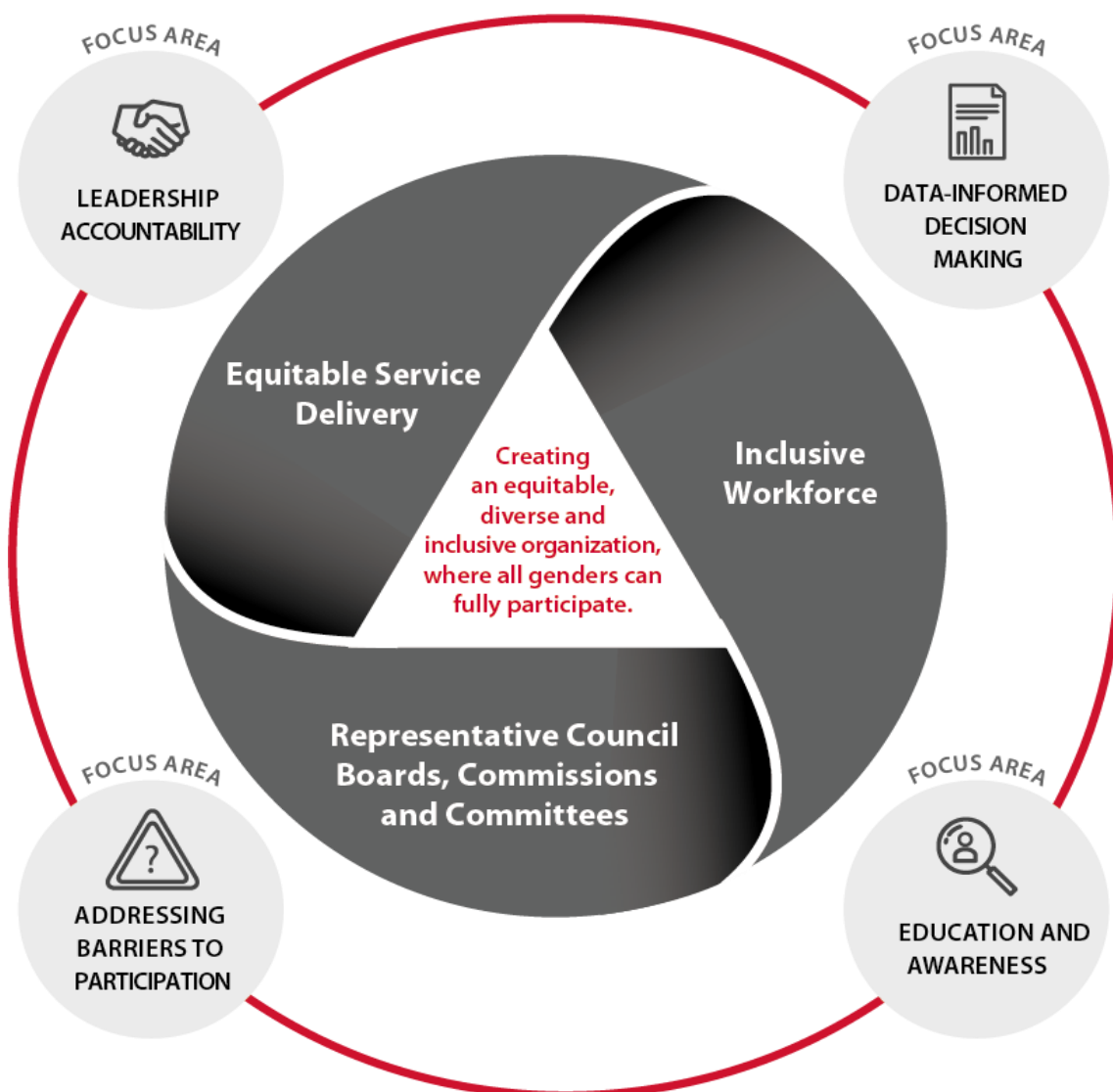
GEDI Focus Area: Addressing Barriers to Participation

Feedback: Could a smaller subset of citizens be surveyed around their experiences of barriers (vs. a blanket survey approach)? Could citizens define their barriers instead of asking if they experience barriers? How and who has been engaged about barriers to participation?

Administration's Comments on Subcommittee's Advice/Response:

Administration will use this feedback to inform future iterations of the measurement plan and incorporate feedback where possible.

Gender Equity Diversity and Inclusion Strategic Framework



August 16th, 2020

To whom it may concern:

We are a group of parents with grave concerns regarding teachers and students' health and safety as a result of the CBE school re-entry plan set for early September during the COVID-19 pandemic.

We are feeling nervous and anxious as there are no alternatives or emergency plan like other provinces or countries are adopting or "Plan B" in place (such as adaptation mode or mixed mode) , leaving students, teachers, and the family uncertain about their safety. From the results of the opening of schools in other countries in the world, if there is not a comprehensive plan, the schools reopening is still facing significant risks. **Some facts are as follows:**

- Schools in England saw 44 outbreaks of COVID-19 after they reopened in early June.
[\(https://globalnews.ca/news/7111202/england-schools-coronavirus-outbreak/\)](https://globalnews.ca/news/7111202/england-schools-coronavirus-outbreak/)
 - **Question:** What would happen to our class as we don't think Calgary would be exempted?
- In Israel, a large COVID-19 outbreak in a high school 10 days after schools reopened in May. Testing of the complete school community revealed 153 students (attack rate: 13.2%) and 25 staff members (attack rate: 16.6%) who were COVID-19 positive.
<https://www.eurosurveillance.org/content/10.2807/1560-7917.ES.2020.25.29.2001352>
 - **Question:** Are we really prepared for it?
- After relaunch phase 2, Alberta has the highest per-capita rate of active cases in Canada. Early July had the highest percentage of positive COVID-19 tests.
<https://www.cbc.ca/news/canada/calgary/alberta-covid-case-rates-high-1.5683218>
 - **Question:** How can we justify that the control of COVID-19 in Alberta is in a controllable and stable process, and how do we prevent our campus from the outbreak?

These are all facts and reality happening elsewhere and in our homes. Calgary campus would most likely be next if we do not take precautions measures.

According to our understanding of re-entry plan provided by CBE, the following problems need solutions:

- The density of student in the schools are very high and the social distancing for campus learning has not been fundamentally addressed.
- Class size limit has not been regulated.
- The HUB learning approach which provides online classes is not available for the students enrolled in the IB and AP programs which has high intensity.

We understand that CBE prioritizes the safety of our students, staff, and adheres to the continuity of student learning. But we would like to urge the school and CBE to consider adopting the appropriate precautions measures to keep our students, teachers and supporting staff in a safe and sound physical school environment. Meanwhile we have consulted with Health Professionals and analyzed the school opening arrangements in different provinces and countries, we are putting forward the following suggestions.

- **MODEL 1: Mixed delivery model for physically- return- to-school students**

Reduce the number of students in each classroom (the prevailing class size in other areas or territories is 15).

Half of the students of each class in rotation to study in classroom every other day while the other half will stay at home with access to the live stream of their teachers' instructions in the classroom in real time (which means the other half learn remotely from the same classroom from the teacher, who is teaching the other half in the classroom)

This approach has been successfully adopted by an international school in Germany (<https://www.mis-munich.de/>) since May 2020 and proved workable both for teachers and students.

The plan should also consider a different ratio for K-9 programs and high school programs. The high density in high school programs and maturity of the students will allow remote learning to achieve the same goal, meanwhile reducing the high exposure risk of infection.

(Please refer to Manitoba's school reopening plan on this portion.

<https://www.cbc.ca/news/canada/manitoba/manitoba-school-reopening-plan-1.5668819>)

➤ **Advantages:**

- All students including IB, AP or other special program students have a fair opportunity to continue their learning both remotely and in-class learning.
- Students will not feel that they are missing out on some information taught in class or not at the same pace compared to in- class students as it is offered in a synchronized approach and access to the same instructions.
- If half or even more students will learn from home every other day, the number of students in the classroom will be reduced greatly so as the risk level of being exposed to COVID-19 virus.

- **MODEL 2: Half-day physical classes and half-day online classes**

It is recommended for the CBE to hold half-day physical classes and half-day online classes, as modeled in Ontario's back-to-school plan. "In Ontario, secondary schools in school boards designated by the province will open on an adapted model, with class cohorts of approximately 15 students, on alternating schedules with at least 50% of in-class instructional days."

<https://www.ontario.ca/page/guide-reopening-ontarios-schools>

➤ **Advantages:**

- This would be extremely important to reduce the risk of staff and students being infected during school lunch hours.
- The student's time at school has been reduced by 50%, so the risk of infection will also be reduced.

- **MODEL 3: Phased-in approach**

It is recommended to take a phased-in approach for the school re-opening: the students going back to school according to their grades and urgency. For example, Grade 6, 9 and 12 students can start in-school lessons early as they are having PAT. The other student will continue their online lessons as we did during the past school year from March to June to protect the teachers and most kids. After running the pilot program for several months with a better picture, we could decide how to proceed.

- **Advantages:**

- Slow down the pace of school reopening. The number of students at the earlier stages is small and easy to control.
- Through this process, we can draw lessons for all reopening of the school in the future.

In order to ensure students and staff return to a safe school environment with proper precautions and schedules, we urge CBE postpone this school year and finalize a more detailed plan before school resumes so that schools and teachers have adequate time to plan and prepare for the students' return (such as the electric devices for streaming or class-room retrofit etc.)

We also understand that safety measures should be enhanced in school when they reopen. Please refer to the following suggestions for improving the infection control and tracing system.

1. Testing

Each school should set up a temperature monitor procedure at the school entrance. It is principals' responsibility in each school to ensure that no student with COVID-19 symptoms attends school. This needs to be done on every school day.

2. Control

School should provide the specific protocols before back-to-school day. Physical distancing should be the minimum guidance.

3. Tracing

Each student will get a fixed seat in each course, which aims to trace contacts when someone gets sick. The principal should send an email to parents every week to report the status of the school during the week. Information includes: number of new tests are positive and students or staff who are self-isolating at home, number of recovered, and returned to school, and students have contact with family members or friends who have tested positive (grades and names should not be announced).

Last but not least, we sincerely hope that the CBE and the government officials take these suggestions into consideration and work to find effective solutions to protect the physical and mental health of teachers and students at this unprecedented COVID-19 pandemic time. We sincerely hope our kids, teachers and millions of families behind are safe and healthy.

Thanks for your time and consideration!

A group of concerned parents in Calgary

Co-creating an Indigenous Relations Governance Model for The City of Calgary

RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services recommend that Council direct Administration to work with the Indigenous community to co-create an Indigenous relations governance model for The City of Calgary that aligns with the *Indigenous Policy* and includes relevant Indigenous governance best practices and provide a progress report back to Council no later than Q4 2021.

HIGHLIGHTS

- Feedback gathered through the Calgary Indigenous Relations Office (Calgary IRO) engagement process, the Calgary Aboriginal Urban Affairs Committee (CAUAC) governance review and the Indigenous governance best practices review, highlights the need for The City to develop a new and integrated Indigenous relations governance model that is co-created with the Indigenous community and informed by Indigenous governance best practices.
- **What does this mean to Calgarians?** The City of Calgary is working to strengthen relationships with Indigenous people and incorporate Indigenous practices in civic functions. The co-creation of an Indigenous relations governance model is an important component of increasing opportunities for Indigenous participation.
- **Why does this matter?** It is important The City of Calgary has strong relationships with Indigenous peoples, is reflective and responsive to its citizens and continues to implement the Truth and Reconciliation Calls to Action.
- Council directed Administration to report back on the progress of meaningful engagement with First Nations, Métis, Inuit and urban Indigenous Calgarians on the establishment of the Calgary IRO. In addition, Council directed Administration to provide an update on the governance review of CAUAC.
- An exploration of Indigenous governance best practices highlights the importance of culturally grounded governance that is guided by traditional principles and practices, with contemporary elements to manage today's realities. There is no single Indigenous governance model that can be universally applied. Indigenous governance systems are as diverse as Indigenous peoples.
- On 2019 September 11, through Briefing CPS2019-0923, Administration committed to reporting back on the "outcome of the Calgary IRO engagement and, the CAUAC governance review" at SPC on CPS in Q2 2020. This timeframe was impacted due to COVID-19.
- Strategic Alignment to Council's Citizen Priorities: A well-run city.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The Opportunity and the Challenge

The City has an opportunity to weave the outcomes of the Calgary IRO engagement process and the establishment of the Calgary IRO; the learnings from the CAUAC governance review; the findings from an Indigenous governance best practice review; and, emerging community priorities (e.g. anti-racism activities) to co-create a new and integrated Indigenous relations governance model.

Co-creating an Indigenous Relations Governance Model for The City of Calgary

Changing the way that The City approaches the governance of Indigenous relations is fundamental to meaningfully implementing the Truth and Reconciliation Calls to Action as committed to in the *White Goose Flying* report.

Given the diversity of Indigenous people in the Calgary area and the complexity of Indigenous governance systems, The City's challenge is to foster the development of an Indigenous relations governance model that meets the needs of Treaty 7 First Nations, the Métis Nation of Alberta, Region 3, the Inuit and the urban Indigenous community.

The engagement process and establishment of the Calgary IRO, the CAUAC governance review activities and the Indigenous governance best practices honour Indigenous voices and incorporate cultural protocol in a meaningful way.

Summary of Completed Work

Calgary IRO Engagement

Administration undertook meaningful engagement with First Nations, Métis, Inuit and urban Indigenous Calgarians on the establishment of the Calgary IRO. Between 2019 June and November, approximately 120 people, the majority of whom were Indigenous, were engaged to gather information and feedback, utilizing Indigenous engagement methods (i.e. storytelling, oral validation). Attachment 2 details the process and engagement findings.

Through the engagement, the Calgary IRO core functions were validated and its foundation established. Additionally, key teachings around the importance of the establishment and nourishment of good relationships were shared. The concept of being a "good relative" was conveyed, highlighting the critical role The City has in instilling a spirit of reciprocity and authenticity in working with Indigenous communities.

CAUAC Governance Review

As directed by Council, Administration contracted an external consultant to conduct a governance review of CAUAC. The review consisted of a series of engagements with Indigenous Elders, Knowledge Keepers, CAUAC members, City Administration and City Council (approximately 30 people were engaged) as well as a review of current and historical CAUAC documents.

The primary recommendations from the review advise The City develop an Indigenous governance model; engage with the Indigenous community in the evolution of the model and its validation; clarify roles and responsibilities within existing Indigenous relations functions; and, work to embed Indigenous practices within The City's processes. Additional details on the recommendations can be found in Attachment 3.

Indigenous Governance Best Practices Review

Based on the outcomes from the Calgary IRO engagement and the findings from CAUAC governance review, an Indigenous governance best practices review was undertaken to inform the overall Indigenous relations governance approach.

The number of Indigenous governance best practices that were identified through the review highlighted that Indigenous governance is diverse and complex. All Nations have different historical and contemporary political dynamics, traditions and systems. Indigenous governance models are as diverse as Indigenous peoples.

Co-creating an Indigenous Relations Governance Model for The City of Calgary

The review emphasizes that a non-colonial Indigenous relations governance model be developed for The City that is representative of Treaty 7 Nations, Métis and urban Indigenous community, includes validated Elders and is guided by Indigenous natural law and Indigenous governance principles, practices, ethics and protocols. More information can be found in Attachment 4.

Next Steps

Administration is recommending that an Indigenous relations governance model be co-created with the Indigenous community, informed by the Calgary IRO engagement findings, the CAUAC governance review findings and the Indigenous governance best practices review. Learnings and priorities identified through The City's work on anti-racism will also be incorporated into the new model.

Further engagement with representatives from the Indigenous community, CAUAC and City stakeholders is planned to occur between Q4 2020 and Q2 2021. A progress report on the development of an Indigenous relations governance model will be provided Q4 2021.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☐ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☒ Stakeholder dialogue/relations were undertaken

Stakeholder dialogue and relations are an integral component of the previous, current and planned engagement activities related to The City's Indigenous relations.

The *Indigenous Policy's* Four Ways Forward (Ways of Knowing, Ways of Engaging, Ways of Building Relationships and Ways Towards Equitable Environments) and the Council approved IRO core functions were used as foundational components for both the IRO targeted engagement and the CAUAC governance review.

IMPLICATIONS

Social

The recommendation to work with the Indigenous community to co-create an Indigenous relations governance model for The City of Calgary is centred on establishing and maintaining strong relationships with First Nations, Métis, Inuit and urban Indigenous Calgarians. This is a fundamental component of reconciliation and contributes to the implementation of the Calls to Action as committed to in the *White Goose Flying* report. Through the establishment and continued growth of strong relationships, The City can better understand the realities of Indigenous peoples and support the full inclusion of Indigenous peoples in civic life. As articulated during the engagements held to date, Indigenous values (including integrity, humility, respect, honour for oral tradition and validation from Elders, connection, spirituality, inclusion, consensus-building) illustrate the beneficial social impact the diverse perspectives of Indigenous peoples can have on everyday decision-making.

Co-creating an Indigenous Relations Governance Model for The City of Calgary

Environmental

The National Centre for First Nations Governance identifies responsible land stewardship as one of the pillars of effective governance based on the Indigenous understanding of the interconnectedness of all people, objects and the environment. Land stewardship is anticipated to be an incorporated principle of the new Indigenous relations governance model.

Economic

In alignment with The City's Economic Resilience Strategy, the recommendation creates opportunity for Indigenous peoples to be directly involved in co-creating an Indigenous relations governance model that can influence the development of meaningful partnerships between The City and the Indigenous community, including potential economic partnerships. Addressing economic reconciliation was identified by Indigenous engagement stakeholders as an important priority for The City.

Service and Financial Implications

No anticipated financial impact

Budget for the Calgary IRO was approved within the One Calgary 2019-2022 business plan. The governance work outlined in this report can be incorporated into annual workplans and does not require investment above and beyond current budget.

RISK

Considerations of risk for creating an Indigenous relations governance model for The City include:

Identified Risk	Strategies to Ensure Success
<ul style="list-style-type: none"> ▪ Lack of buy-in for the new Indigenous relations governance model 	<ul style="list-style-type: none"> ▪ Meaningful involvement of the Calgary Indigenous community in the co-creation of the governance model that meets the needs and is considered legitimate by Treaty 7 First Nations, the Métis Nation of Alberta, Region 3 and the urban Indigenous community ▪ Ongoing relationship-building activities with Indigenous communities
<ul style="list-style-type: none"> ▪ Perpetuation of colonial governance functions and practices; limited inclusivity 	<ul style="list-style-type: none"> ▪ Engagement efforts will be led by culturally competent and respected Indigenous staff ▪ Ensure that essential knowledge, past learnings and teachings are woven into future structures
<ul style="list-style-type: none"> ▪ Inconsistent, rushed, superficial or culturally inappropriate engagement 	<ul style="list-style-type: none"> ▪ Comprehensive engagement plans that are culturally appropriate ▪ Prioritize the recognition of the diversity of Indigenous people in Calgary and area ▪ Take the time to get it right

**Community Services Report to
SPC on Community and Protective Services
2020 November 18**

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CPS2020-1102
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Co-creating an Indigenous Relations Governance Model for The City of Calgary

<ul style="list-style-type: none"> ▪ A fractured Indigenous relations governance approach 	<ul style="list-style-type: none"> ▪ Maintain a broader view of the overall governance landscape, with a focus on the preferred future state ▪ Incorporate engagement and review learnings, providing a basis for a meaningful Indigenous relations governance model for The City
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ATTACHMENTS

1. Previous Council Direction, Background
2. Calgary Indigenous Relations Office Engagement Phases, Alignment and Findings
3. Summary of CAUAC Governance Review Recommendations
4. Summary of Indigenous Governance Best Practices

Department Circulation

General Manager	Department	Approve/Consult/Inform
Not applicable		

Previous Council Direction, Background

The concept of a Calgary Indigenous Relations Office (Calgary IRO) began in 2014 when the Calgary Aboriginal Urban Affairs Committee (CAUAC) committed to propose its establishment in its 10-year strategic plan. Council subsequently directed Administration to scope the feasibility of a Calgary IRO. Development accelerated in 2018 when Administration presented a preview of the proposed Calgary IRO and Council approved its establishment. In addition to identifying the Calgary IRO's initial core functions, Council directed Administration to engage with the Indigenous community to determine its collective collaborative vision and core functions. Administration spent the greater part of 2019 on developmental research, Indigenous engagement and the recruitment of the IRO team members. The Calgary IRO was launched in January 2020 and the team began building the structural foundation of the office. Concurrently, Council directed Administration in 2018 to hire a consultant to review CAUAC and ensure it evolved into current best practices of Indigenous governance. In addition, Council sought recommendations for the modernization of the CAUAC Terms of Reference.

Context

As Administration engaged with the Indigenous community around the Calgary IRO and began working with an external consultant to review CAUAC, the integration of both components of work became apparent. What also emerged was that CAUAC needed to evolve and that a new governance model, co-created with the Indigenous community, was required. When CAUAC was established in 1979, its primary role was to provide Council with professional and strategic advice on matters that affect Indigenous Calgarians and offer ongoing guidance in relation to the implementation of strategies that advance Indigenous interests in ways that benefit all Calgarians. With the establishment of the Calgary IRO and the addition of a dedicated staff team, The City's approach to Indigenous relations is changing. As an Indigenous relations governance model is co-created, there is an opportunity to reimagine Indigenous advisory functions.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
9/11/2019	Briefing CPS2019-0923	<p>Calgary Indigenous Relations Office (IRO) Engagement and the Calgary Aboriginal Urban Affairs Committee (CAUAC) Governance Review Briefing</p> <p>Administration committed to reporting back on the “outcome of the Calgary IRO engagement and the CAUAC governance review at SPC on CPS in Q2 2020.</p>
4/8/2019	CPS2019-0277	<p>Calgary Aboriginal Urban Affairs Committee Governance Review – Deferral</p> <p>Council approved the recommendation to defer the report on the modernization of CAUAC’s Terms of Reference that was scheduled for 2019 Q1 to no later than 2019 Q3.</p>
11/19/2018	CPS2018-1216	<p>Preview of the Proposed Calgary Indigenous Relations Office</p> <p>During the One Calgary 2019-2022 Service Plans and Budget discussion (Regular Meeting of Council), Council directed that with respect to Report CPS2018-1216, the following be adopted: “That Council forward report CPS2018-1216 to its upcoming November 2018 budget deliberations (2019 – 2022 One Calgary Budget) to specifically inform the Community Strategies Service Plans and Budget. And, if the 2019-2022 One Calgary - Community Strategies Service Plans and Budget is approved, that the following recommendations be put to Council for its consideration.</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve the establishment of the City of Calgary Indigenous Relations Office (IRO) as set out in Report CPS2018-1216. 2. Endorse the initial core functions of the City of Calgary IRO to include but not be limited to: <ol style="list-style-type: none"> a. Strategy & Leadership; b. Legal Advice & Reporting; c. Cultural Training & Advice; d. Relationship Coordination; and e. Engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians. 3. Receive a scoping report through the SPC Community and Protective Services by Q3 2019, reflecting meaningful and regular engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians on the determination of IRO’s collective collaborative vision and core functions.”
11/7/2018	CPS2018-1216	<p>Preview of the Proposed Calgary Indigenous Relations Office</p> <p>Council was presented a preview of the proposed Calgary Indigenous Relations Office (IRO) and referred the</p>

		recommendations to the One Calgary budget approval process.
10/22/2018	N2018-1036	<p>Consideration of Shortlists Submitted by Boards, Commissions and Committees (BCCs) for Public Member Appointments</p> <p>Council adopted the following Motion Arising with respect to Report N2018-1036: "That Council direct Administration to: 1. Hire an external consultant with expertise in Indigenous Governance, who, after being authorized by Administration, is to undertake a comprehensive review of Calgary Aboriginal Urban Affairs Committee (CAUAC) in conjunction with the work on developing an Indigenous Relations Office, and report back to Council in Q1 of 2019 with recommendations on modernizing the Terms of Reference. 2. Ensure that the work of the CAUAC reviewed by the external consultant evolves into current best practice Indigenous Governance in contrast to previous traditional colonial practices that have been a constraint in the past. 3. Ensure that the review provides a mechanism to meet the needs of Indigenous interests in Calgary."</p>
12/18/2017	Council Direction	<p>Council Direction</p> <p>Council directed Administration to "work with the Métis Nation of Alberta Region 3 to develop a Métis Nation of Alberta Region 3 Policy Implementation Guide that is reflective of their culture and history no later than the end of Q4 2018." Further, Council directed Administration to "set up an Official signing and formal acknowledgement of the Council approved Indigenous Policy to include the Métis Nation of Alberta Region 3, Treaty 7, City Council and the City of Calgary."</p>
7/27/2017	NM2017-20	<p>Re: Indigenous Relations</p> <p>Council directed Administration to scope the feasibility of a distinct Indigenous Relations Office.</p>
7/27/2015	Notice of Motion NM2015-17	<p>Re: Update on the Progress of the Review of the Truth and Reconciliation Commission's Recommendations</p> <p>Council directed Administration to report back to Council through the SPC on Community and Protective Services no later than May 2016, in conjunction with the CAUAC Annual Report, with recommendations on moving forward with Truth and Reconciliation Commission (TRC) Calls to Action that are within The City's jurisdiction, and to provide an update to Council on progress on the review of the TRC</p>

		recommendations and next steps no later than November 2015.
2/10/2014	PFC2014-0083	Calgary Aboriginal Urban Affairs Committee Terms of Reference and Strategic Plan Council adopted PFC2014-0083, 'Calgary Aboriginal Urban Affairs Committee Terms of Reference and Strategic Plan' and directed CAUAC to report annually to Council starting in 2015, through the SPC on Community and Protective Services, on progress towards its Strategic Plan.

Bylaws, Regulations, Council Policies

The Indigenous Policy

- “The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation. The City is devoted to a shared pathway forward, and a firm commitment to building an equitable and inclusive city.”

The Social Wellbeing Policy Principle

- “Advance the active and shared process of truth and reconciliation in collaboration with the community.”

Calgary Indigenous Relations Office (Calgary IRO) Engagement Phases, Alignment and Findings

Overview

The Calgary Indigenous Relations Office (Calgary IRO) engagement process began in Q2 2019 and contains four distinct phases (Diagram 1). All phases have been completed. Overall, the engagement findings align with the *Indigenous Policy's* Four Ways Forward (Ways of Knowing, Ways of Engaging, Ways of Building Relationships, and Ways Towards Equitable Environments). Table 1 contains additional details.

The importance of establishing and nourishing good relationships was a key teaching shared during the engagements. Critical to the success of the Calgary IRO was that, "The Calgary Indigenous Relations Office be a good relative." To be a "good relative" means:

- Creating ethical spaces within The City of Calgary that bring people together to ensure everyone can equally participate in municipal government;
- Working in a spirit of reciprocity with Indigenous communities, so everyone benefits from relationship between Indigenous people and The City; and
- Being authentic and present in community, listening to and learning from Indigenous people to better understand cultures, interests and challenges and to collaborate on specific projects that mutually benefit The City of Calgary and Indigenous communities.

Table 2 describes the *Indigenous Policy's* Four Ways Forward and the alignment of the engagement findings with The City of Calgary's Four Cs. At the Tea Dance Ceremony, this was validated as a parallel way of understanding what it means to be a good relative.

Table 3 demonstrates the alignment of engagement findings to the Four Ways Forward and the five core functions of the Calgary IRO.

The engagement validated the core functions of the Calgary IRO and offered teachings related to Indigenous governance protocols and practices that will help inform the ongoing evolution of the Indigenous relations governance model at The City.

Diagram 1 – Engagement Phases

Diagram 1 describes the process undertaken to infuse community perspective into the five initial core functions of the Calgary IRO. During Phase I, 33 Elders and Knowledge Keepers were engaged around what is required for positive and enduring relationships. In Phases II and III, engagements were conducted with the same 33 Elders and Knowledge Keepers as well as 40 targeted Calgary Indigenous organizations, systems and coalitions to better understand external perspectives related to the Calgary IRO's collective vision and core functions. Calgary IRO staff also engaged with the Administration of the: Blackfoot Confederacy, Stoney Nakoda Nation, Tsuut'ina Nation and Metis Nation of Alberta, Region 3. Approximately 120 people were engaged in total.

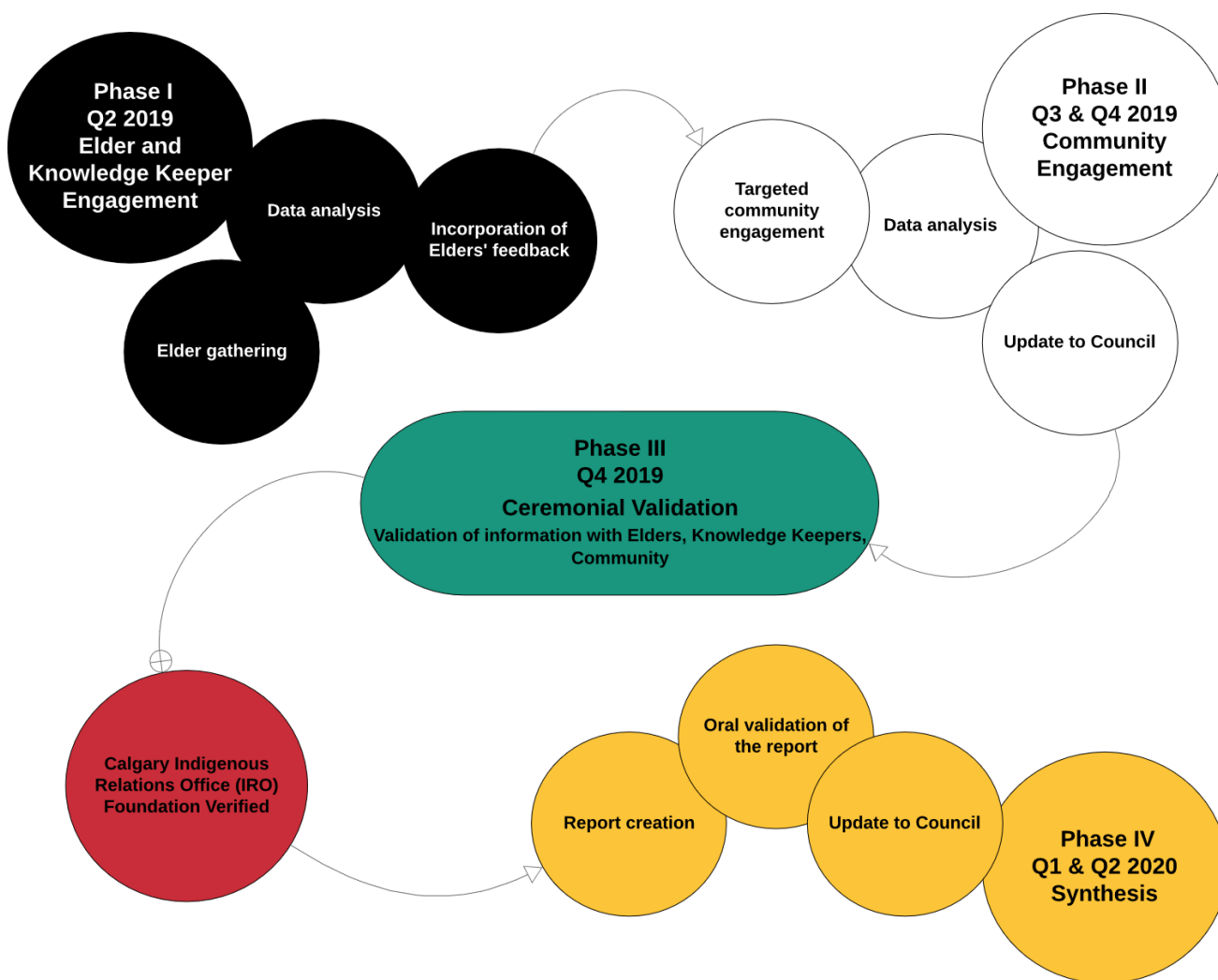


Table 1: Alignment with the *Indigenous Policy* - Four Ways Forward with Broad Categories from Community Engagement

Table 1 describes the alignment created between the Four Ways Forward and the broad categories drawn from the analysis of the community engagement. Within all Four Ways Forward, the organizing categories were aligned to dichotomies such as selfishness and reciprocity. Much like the Ways Forward, the themes are not mutually exclusive. They overlap or lead into one another and should not be considered discrete and mutually exclusive.

Becoming a Good Relative							
Ways of Knowing		Ways of Engaging		Ways of Building Relationships		Ways Towards Equitable Environments	
Absence	Presence	Inauthentic	Authentic	Selfishness	Reciprocity	Isolation	Common ground

Table 2: Engagement Findings Aligned with The City of Calgary Four Cs

Table 2 describes The Four Ways Forward and the alignment of the engagement findings with The City of Calgary's Four Cs. At the Tea Dance Ceremony, this was validated as a parallel way of understanding what it means to be a good relative.

Parallel Ways and Alignment to the City of Calgary	
Ways Forward: How to be a Good Relative	City of Calgary Four Cs
Ways of Knowing: Presence	Competence is doing the right things the right way.
Ways of Engaging: Authentic	Collaboration is working together for a common purpose.
Ways of Building Relationships: Reciprocity	Character - is behaving the right way.
Ways towards Equitable Environments: Common Ground.	Commitment is dedication to the greater public good.

Table 3: Congruence between the Four Ways Forward, IRO Core Functions and Community Engagement – Findings

This table demonstrates the congruence between the Four Ways of Forward and the five core functions of the Calgary IRO, combined with specific direction and teachings in each area. Column 3 of this table was created from feedback garnered at the Tea Dance Ceremony hosted on December 20, 2019. At the Tea Dance Ceremony, Tables 1 and 2 were presented back to those who had been engaged and validated orally.

Four Ways Forward Indigenous Policy	IRO Core Functions	Community Engagement Direction	Learnings
Ways of Knowing	Cultural Training and Advice	The City of Calgary should use culturally validated interpretations for all projects to ensure that advice is based on authentic cultural ways of interacting. The City should commit to ongoing cultural awareness programming for all employees.	Follow Indigenous protocols and prioritize Indigenous cultural competency development for City staff and Indigenous awareness learning opportunities for Calgarians.
Ways of Engaging	Engagement	The City of Calgary should move forward respectfully, sincerely and authentically while recognizing that Indigenous engagement requires unique processes, understanding of worldviews, mutual respect and trust.	Engage with respect and support and/or advance Indigenous-focused community projects of mutual interest and of historical, traditional and cultural significance.
Ways of Building Relationships	Relationship Coordination	The City of Calgary should continue to build mutually beneficial and respectful relationships with all Nations and urban Indigenous communities, based on reciprocity, shared responsibility and authenticity.	Develop trust, ethical space and supportive, transparent, mutually beneficial and ongoing relationships with Indigenous people; create spaces in Calgary where Indigenous people feel included; and, focus on the value of Indigenous people in Calgary.
Ways toward Equitable Environments	Strategy and Leadership + Legal Advice and Reporting	The City of Calgary should be actively seen in the community, involved in organizing events, listening to concerns, and actioning as appropriate. This involves systems navigation between community need and City departments or services and creates the ethical spaces that builds trust and lays a foundation for understanding one another.	Important to operate from Indigenous lenses; honour western and Indigenous parallel processes; create ethical spaces for innovation; collaborate in authentic ways with Elders and Knowledge Keepers; demonstrate leadership and commitments to reconciliation in ongoing ways; plan long term; and, advocate for Indigenous community priorities with other orders of government.

Summary of CAUAC Governance Review Recommendations

In response to Council's direction to review CAUAC governance, Indigenous consulting firm Aubin Consulting was engaged in January 2019 to undertake the following:

- Comprehensive review incorporating a series of engagements with Indigenous Elders, Knowledge Keepers, CAUAC, City Administration and City Council;
- Examine current and historical CAUAC documents, policies, and meeting minutes;
- Review The City's Municipal Scan of Indigenous Relations Offices; and
- Conduct a supplemental scan of Indigenous-focused Committees across Canada.

Of note, the CAUAC governance review was limited to the Council advisory committee itself (i.e. CAUAC) and did not extend to include the Indigenous Relations Office.

Aubin Consulting gathered data from several sources including approximately 30 people:

i. Document Review

- CAUAC historical documents, terms of reference, strategic plan, marketing communications strategic plan and committee orientation package;
- White Goose Flying report;
- Indigenous Policy; and,
- Municipal scan of Indigenous Relations Offices in Canada.

ii. Survey

An electronic survey of CAUAC members and City staff to obtain feedback on the future roles and responsibilities of CAUAC.

iii. Engagement

Four engagement sessions were conducted with Indigenous Elders and Knowledge Keepers, CAUAC members and City staff to discuss the roles and responsibilities of CAUAC, gather ideas on capacity development of committee members and collaboration on The City's Indigenous strategies.

iv. Interviews

Interviews were conducted with City Councillors who expressed an interest to participate and revealed insights about Councillors' familiarity with the roles, responsibilities and contributions of CAUAC.

CAUAC Governance Review Recommendations

A number of recommendations emerged from the CAUAC governance review as outlined below:

1. Review and identify an Indigenous Governance Model to support the Committee within the framework of the *Indigenous Policy* and the evolution of the Calgary IRO, with community validation.
2. Continue to engage with the Indigenous community in the evolution of CAUAC and the Calgary IRO and that this engagement include: all Treaty 7 Nations, Inuit, Métis Nation of Alberta, Region 3 and

the urban Indigenous community. Future engagements need to incorporate the cultural and ceremonial practices reflecting the diversity of the area with Indigenous Elders and Knowledge Keepers taking a central role in guiding process and protocols.

3. Update the current Terms of Reference (TOR) annually as CAUAC evolves within the emergence of the Calgary IRO.
4. Adapt the communications and marketing plan of CAUAC to reflect the diversity of the urban Indigenous population of Calgary and include culturally relevant communications tools.
5. Work collaboratively with the Calgary IRO to identify collective approaches to advancing reconciliation objectives of the White Goose Flying Report and the Indigenous Policy including the voice and direction of Treaty 7, Inuit, MNAR3, and the diversity of the urban Indigenous population.
6. Provide regular opportunities for City Council and Administration to engage with CAUAC to understand the role of the committee and to support The City's Indigenous strategies, Indigenous Policy and reconciliation efforts.
7. Develop a strategy for direct recruitment processes which prioritize Indigenous members with relevant cultural and traditional experiences and expertise to support the validation of the committee within the urban Indigenous community.
8. Clarify the roles and responsibilities through the recruitment process and implement mandatory orientation training sessions, onboarding members with mentorship relationships between existing CAUAC members and new recruits.
9. Increase the level of engagement and experiences of members through primary year mentorships of existing CAUAC members and new recruits.
10. Outline roles and responsibilities of executive members (Chair and Vice Chair) and general membership to align more effectively with the activities of the TOR.
11. Revise and update the current strategic plan with recommendations on the value statements and conduct further revisions in correlation with the direction of the Calgary IRO.
12. Adapt meeting structures to implement Indigenous processes (i.e. consensus-based decision-making, cultural ceremonies and oral presentations) within a parallel western structure.

These recommendations will be used as guidance, along with the information gathered through the Calgary IRO engagement, and Indigenous governance best practice review, to re-imagine the roles and functions of advisory committees going forward.

In the short-term, Administration will continue to work with CAUAC to implement the recommendations that are immediately actionable. Additional recruitment, orientation and onboarding activities have already been implemented. As the overall governance structure evolves, some recommendations may become irrelevant and will not be considered.

Summary of Indigenous Governance Best Practices

The Calgary Aboriginal Urban Affairs Committee (CAUAC) governance review acknowledged the ongoing evolution of the Indigenous relations work within The City, recommending The City review and identify an Indigenous governance model that would support the advisory committee and the evolution of Indigenous Relations Office (Calgary IRO). An Indigenous governance best practices review was undertaken to inform the development of a new Indigenous relations governance model for The City of Calgary. Data was gathered from three sources: academic literature, Calgary IRO engagements and CAUAC governance review engagement and report. These data sources were chosen because Indigenous governance best practices can be found both in academic literature and in the knowledge held by Indigenous Elders and leaders and disseminated orally.

What follows is a summary of key learnings from this review.

1. The City's Challenge

Indigenous governance is diverse and there is no single model. While anthropological research found there were two main styles of traditional Indigenous political organization (highly structured, hierarchal and moderately structured, egalitarian), standard Indigenous governance models do not exist in either style.

Nor is Indigenous governance simple. It extends beyond opening meetings with prayer, adhering to cultural protocols and deciding by consensus. "The complexities of history, the divergent experiences with colonialism, and the fact that all nations have different political traditions and political systems makes any conversation about Indigenous government – past, present, and future – extremely difficult and extremely complex."¹

Given the diversity of Indigenous people in the Calgary area and the complexity of Indigenous governance systems, The City's challenge will be to foster an Indigenous relations governance model that is considered legitimate by Treaty 7 Nations, the Métis Nation of Alberta, Region 3 and the urban Indigenous community. Additionally, historical and contemporary political dynamics will make the development of an inclusive governance model a challenging task that the Corporation will need to take the time to get right.

2. Specific Findings

i. Literature Review – Indigenous Governance Best Practices

Indigenous governance is typically grounded in traditional governance principles and processes and indicative of Indigenous governance best practices. Furthermore, "Political alliances among Michif and First Nations people were established long ago: what we might do is remember them and learn from them."² Literature was reviewed to determine traditional governance principles and practices of prairie First Nations, like those of Treaty 7, and the Métis in anticipation that commonalities could inform an

¹ Ladner, K. (September 2006). *Indigenous governance: Questioning the status and the possibilities for reconciliation with Canada's commitment to aboriginal and treaty rights*, p.2.

² Chartrand, P. (2007). *Miw_hk_m_kanak (All My Relations): Métis-First Nations relations*, p.14.

inclusive Indigenous relations governance model for The City. The findings are summarized in the following table:

Themes from the Literature: Traditional Governance Practices and Principles

Traditional Governance Principles & Practices	Prairie First Nations³ (Treaty 7)	Métis Nation⁴
Traditional political organization	<ul style="list-style-type: none"> Moderately structured, egalitarian 	<ul style="list-style-type: none"> Highly structured, centralized. Emerged from Rules of Buffalo Hunt.
*Extended family was the foundation of governance	<ul style="list-style-type: none"> Councils appointed by extended families & consist of clan chiefs 	<ul style="list-style-type: none"> Kinship central to traditional Métis governance. Involves taking care of families
*Democracy	<ul style="list-style-type: none"> Direct democracy Direct consultation & involvement of the people 	<ul style="list-style-type: none"> Representative democracy but also direct Decisions ratified by whole community before official
Leadership selection	<ul style="list-style-type: none"> Appointment based on circumstance, skills & knowledge 	<ul style="list-style-type: none"> Elections One vote, one person ideal of western democracy
*Separation of power	<ul style="list-style-type: none"> Traditional checks & balances on exercise of power Leadership temporary 	<ul style="list-style-type: none"> Traditional checks & balances on the exercise of power Leadership rotated between groups & settlements
*Accountability	<ul style="list-style-type: none"> Leaders accountable to Creator and people through participatory governance 	<ul style="list-style-type: none"> Representation carries the obligation of accountability
*Decision-making	<ul style="list-style-type: none"> Consensus 	<ul style="list-style-type: none"> Two-thirds majority & consensus
*Elders	<ul style="list-style-type: none"> Decision-makers or advisors 	<ul style="list-style-type: none"> Advisors, Elders' Senate

Asterix (*) denotes governance principles and practices that were similar or somewhat similar

³ First Nations Governance Sources:

Alfred, T. (1995). Peace, power and righteousness: An Indigenous manifesto.
 Borrows, J. (2008). Seven generations, seven teachings: Ending the Indian Act.
 Canada. (1996). Report on the Royal Commission on Aboriginal Peoples.
 Helin, C. (2006). Dances with dependency: Out of poverty through self-reliance.
 Hildebrant, W., Carter, S., & First Rider, D. (1996). The true spirit and intent of Treaty 7.
 Long, A. (1990). Political revitalization in Canadian native Indian societies.
 Snow, J. (2005). These mountains are our sacred places.

⁴ Métis Governance Sources:

Chartrand, L. (2008). We rise again: Métis traditional governance and the claim to Métis self-government.
 Chartrand, P. (2007). Miw_hk_m_kanak (All My Relations): Métis-First Nations relations.
 Ferliano, C. (2008). Métis perspectives on governance.
 Dubois, J. (2013). Just do it: Carving out a space for the Métis in Canadian federalism.
 Saunders, K., & Dubois, J. (2019). Métis politics and governance in Canada.

Literature was also examined to identify contemporary Indigenous governance best practices. Through its case studies, the National Centre for First Nations Governance concluded there were five pillars of effective Indigenous governance, each with best practices.

Pillars of Effective Indigenous Governance	Indigenous Governance Best Practices
1. The People	<ul style="list-style-type: none"> Strategic vision Meaningful information sharing Participation in decision-making
2. The Land	<ul style="list-style-type: none"> Territorial integrity Economic realization Respect for the Spirit of the Land
3. Laws & Jurisdiction	<ul style="list-style-type: none"> Expansion of jurisdiction Rule of law
4. Institutions	<ul style="list-style-type: none"> Transparency and fairness Results based organizations Cultural alignment of institutions Effective inter-governmental relations
5. Resources	<ul style="list-style-type: none"> Human resource capacity Financial management capacity Performance evaluation Accountability and reporting

While best practices are beneficial, Indigenous cultures are diverse and not all the same. It cannot be assumed that all Indigenous governance best practices will be applicable to all Indigenous communities. The City will need to directly engage with Treaty 7 Nations, the Métis Nation of Alberta, Region 3 and the urban Indigenous community to assess Indigenous governance best practices most relevant to The City.

ii. Calgary IRO and CAUAC Engagements

Calgary IRO and CAUAC engagement data were examined to capture feedback related to Indigenous governance principles, practices and concepts that may help inform an Indigenous governance model. The findings are summarized in the table below.

Indigenous Governance Principles, Practices, Concepts	IRO Engagement	CAUAC Engagement
Involve Elders in IRO governance Elder Inclusivity Work with authentic Elders	<ul style="list-style-type: none"> IRO to be led by and accountable to Elders Include T7, Métis, Urban Elders Rotate Elder leadership to ensure inclusive perspective Risks of City working with “European” Elders not validated by Indigenous community 	<ul style="list-style-type: none"> Have Elders’ Advisory Group

A non-colonial governance structure	<ul style="list-style-type: none"> • City not default to western structure (Robert's Rules) • Explore/adopt Indigenous governance structure 	<ul style="list-style-type: none"> • Cultural processes limited because CAUAC defined within The City's corporate structure. Challenges incorporation of Indigenous concepts
An Indigenous-western governance model	<ul style="list-style-type: none"> • Balance Indigenous-western models • Create parallels so both can co-exist & not take over the other • Paralleling creates culturally valid sister approach to governance 	<ul style="list-style-type: none"> • Implement Indigenous governance in parallel western approach • Balance expectations of Corporation with Indigenous ways of knowing
A representative governance structure	<ul style="list-style-type: none"> • Include elected officials from T7, MNAR3 as members • Non-Indigenous co-chairs can be champions. Higher-up decision makers need to have a role 	<ul style="list-style-type: none"> • Membership to reflect T7, MNAR3, Urban Indigenous. • Council representative to provide support, advocacy, connection
Guided by Indigenous natural law	<ul style="list-style-type: none"> • Indigenous natural law is about relationality • Laws for how we handle situations & challenges in our work together • Need to add relational aspect missing in western philosophy 	<ul style="list-style-type: none"> • Shared values, Indigenous natural law and relationships (ways of working together) should be incorporated into governance
Ethics & Ethical Space	<ul style="list-style-type: none"> • Develop ethics & base on Indigenous natural law • Ethical space transforms relations • Develop understanding of cultural policies • Understand the oral way & accept oral practice as valid 	<ul style="list-style-type: none"> • Create an ethical space & ensure traditional teaching are understood & incorporated in CAUAC's work
Incorporates Indigenous governance principles & practices	<ul style="list-style-type: none"> • Adopt traditional values in modern context • Consider collective needs of Indigenous community • 7 Sacred Teachings fundamental • Commit to Indigenous values • Take a holistic approach to knowledge & relations 	<ul style="list-style-type: none"> • Improve decision making utilizing consensus & traditional ways of knowing • Collaboration, resolution • Shared knowledge & values • Inclusionary practices including oral traditions
Adheres to Indigenous protocols	<ul style="list-style-type: none"> • Western policies are used to conform - need to transform into All My Relations protocols • Protocol refers to interacting in manner that respects traditional ways of being. Not just rules & manners. 	<ul style="list-style-type: none"> • Incorporate more Indigenous protocols & approaches into governance structure

	<ul style="list-style-type: none">• IRO must follow Indigenous protocols• For The City to be a good relative, must acknowledge Indigenous way, not just City protocols	
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3. Conclusion

The outcomes of this best practices review indicate that a non-colonial Indigenous relations governance model that is representative of Treaty 7 Nations, Metis and urban Indigenous community, includes validated Elders and is guided by Indigenous natural law and Indigenous governance principles, practices, ethics and protocols, be developed.

The review also illustrates that Indigenous governance is complex. Developing an Indigenous governance model for The City that reflects the diversity and is acceptable by Treaty 7 Nations, the Métis Nation of Alberta, Region 3, and the urban Indigenous community will be a challenging endeavour. To be legitimate, an Indigenous governance model must be co-created by The City and the Indigenous communities in the Calgary area.

This will require engagements with the Indigenous community (Treaty 7 Nations, Métis Nation of Alberta, Region 3 and the urban Indigenous community), CAUAC and The City. Engagement activities are planned to occur between Q4 2020 – Q2 2021, with a progress report back to Council no later than Q4 2021.